



The International Partnering Institute

“Transform the construction and design industry to achieve exceptional results through a culture of collaboration.”

501(c)3 nonprofit

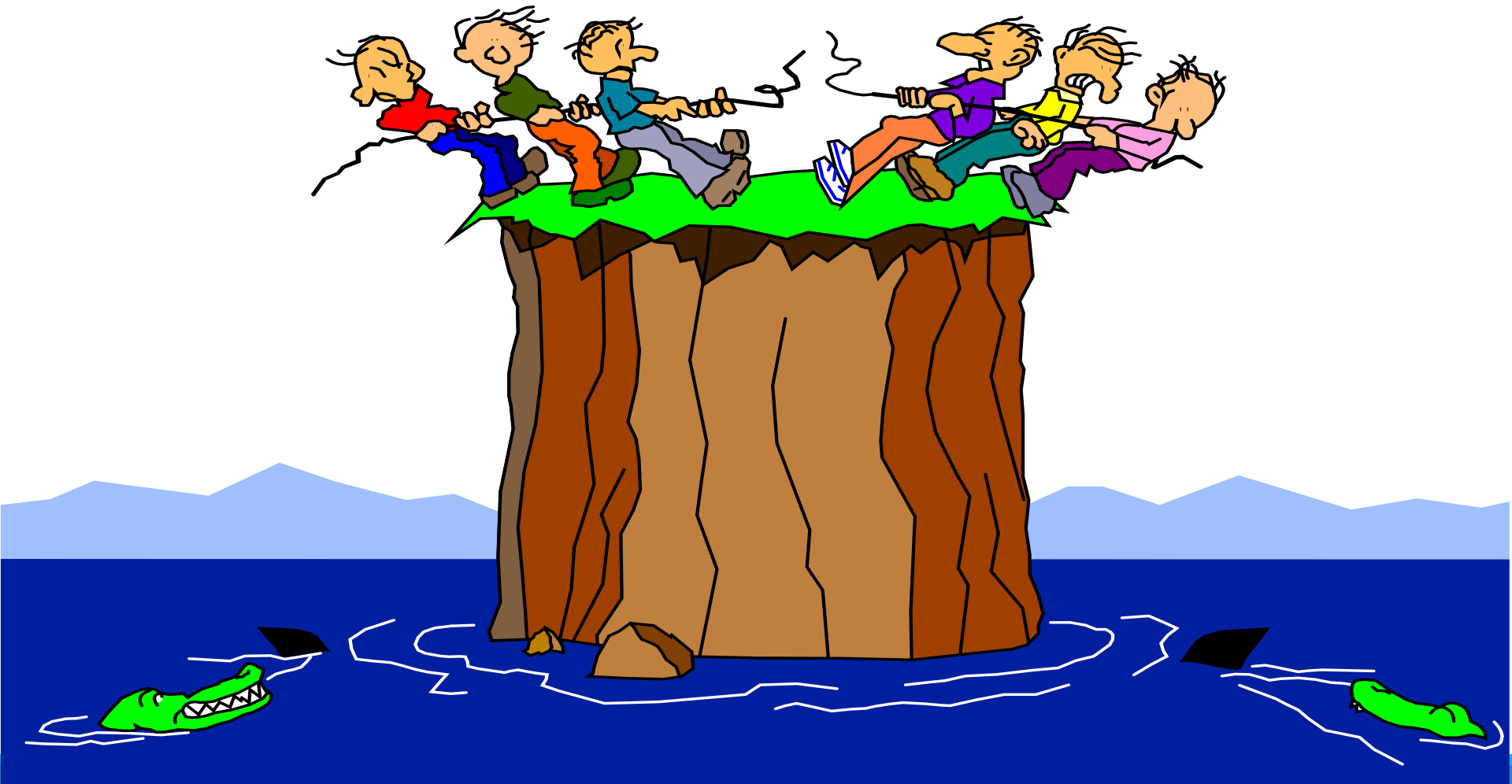
150 Members- Owners, Contractors,
Designers, CM Firms, Facilitators

What we do:

- NetWorkshops
- Virtual Forums
- Partnering Magazine
- Committees
- Research
- Awards
- *Collaboration 2017*:
Annual Award Ceremony and Conference
- Member-to-Member Mentoring



THE ADVERSARIAL PARADIGM



Conflict is Costly

2012 Study by Michigan State University on Conflict in
the Construction Industry

74 interviews - 86 conflicts

41 analyzed for time and cost

Average conflict cost \$10,948
and took 161 hours to mediate



WHAT IS COLLABORATIVE PARTNERING?

Definition:

“Collaborative Partnering is a structured process that unites various individuals, organizations and companies into a **unified team** to achieve the successful delivery of construction projects and programs.”

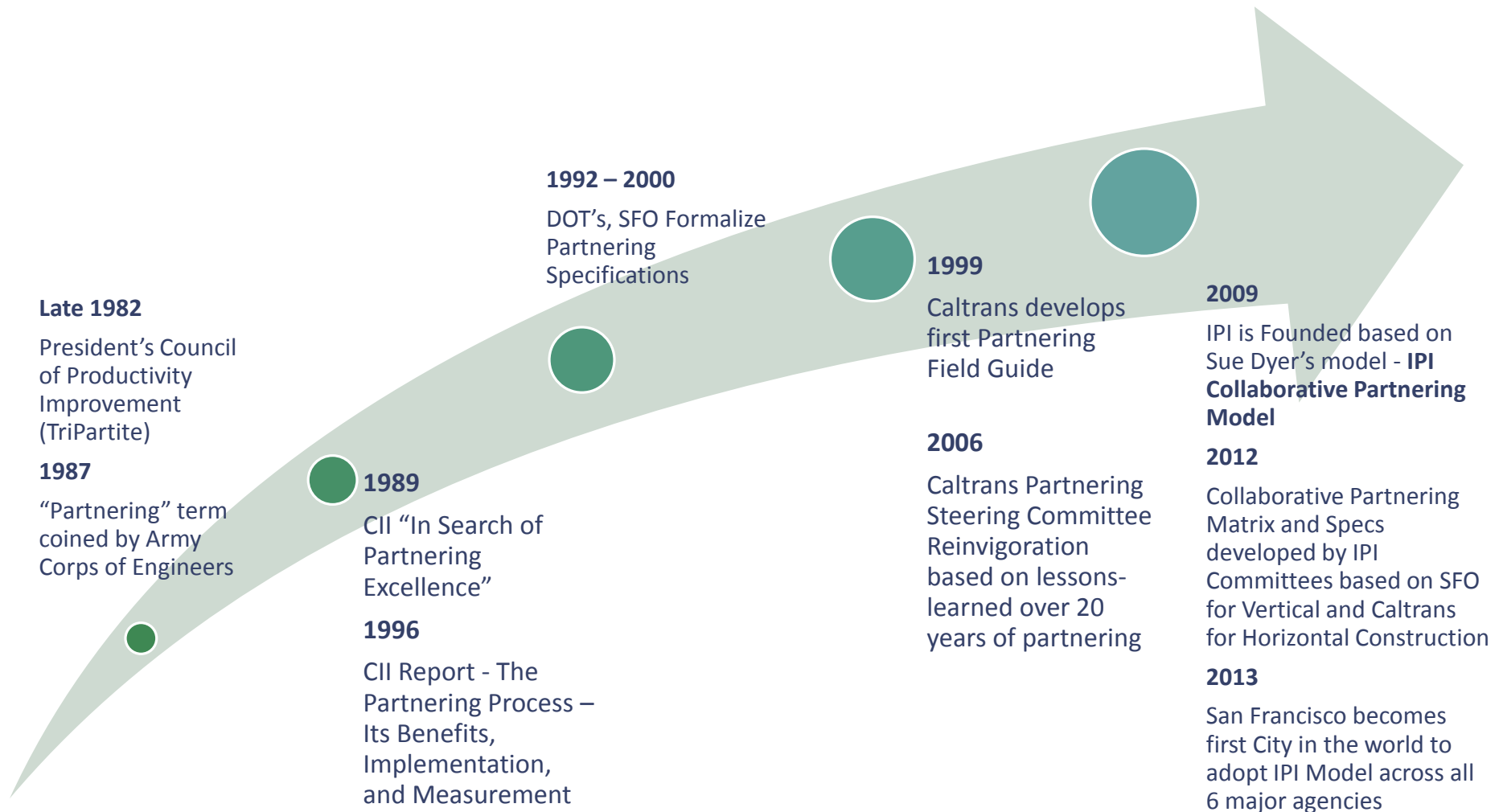
Objectives:

- Co>Create Goals
- Resolve Issues
- Identify Opportunities
- Get the Best Results Possible

Tools:

- Charter
- Issue Resolution Ladder
- Team Meetings
- Measurement
- Neutral Facilitation

A Brief History of Partnering



Critical Lessons Learned

1. Owners drive the program
 - Most partner single projects – its better when they implement programs with a GOAL of CULTURE CHANGE
 - Partnering must appear in the Specs
2. Executive Commitment
3. Partnering must be taught
 - Recognition Programs are important
 - Train your teams!
4. Structure and Scorecards Ensure Accountability
5. A NEUTRAL helps balance the power and ensure that teams follow through

THE BOTTOM LINE RESULTS

2013, 2014, 2015, 2016 IPI Awards Winners

- 64 Projects
- \$522.4 Million Savings
 - Up to 30% savings
- 50 Jobs no TL Incidents
- 45 Jobs on time or early
 - Up to 7 months early



Every \$1 spent on Partnering equals \$98 in savings

Strategic Partnering and Project Partnering

What's the Difference?

STRATEGIC PARTNERING

Long term partnership between organizations who routinely work together to achieve consistent success over a **series of projects** or **program-wide**

PROJECT PARTNERING

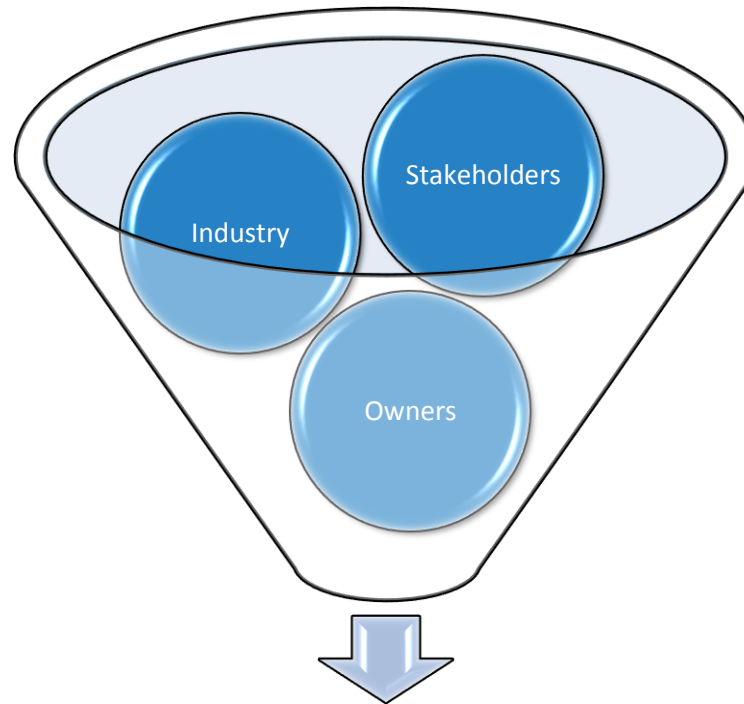
A **process** applied from **project** kick-off through closeout for successful project **delivery**



Internal Strategic Partnering

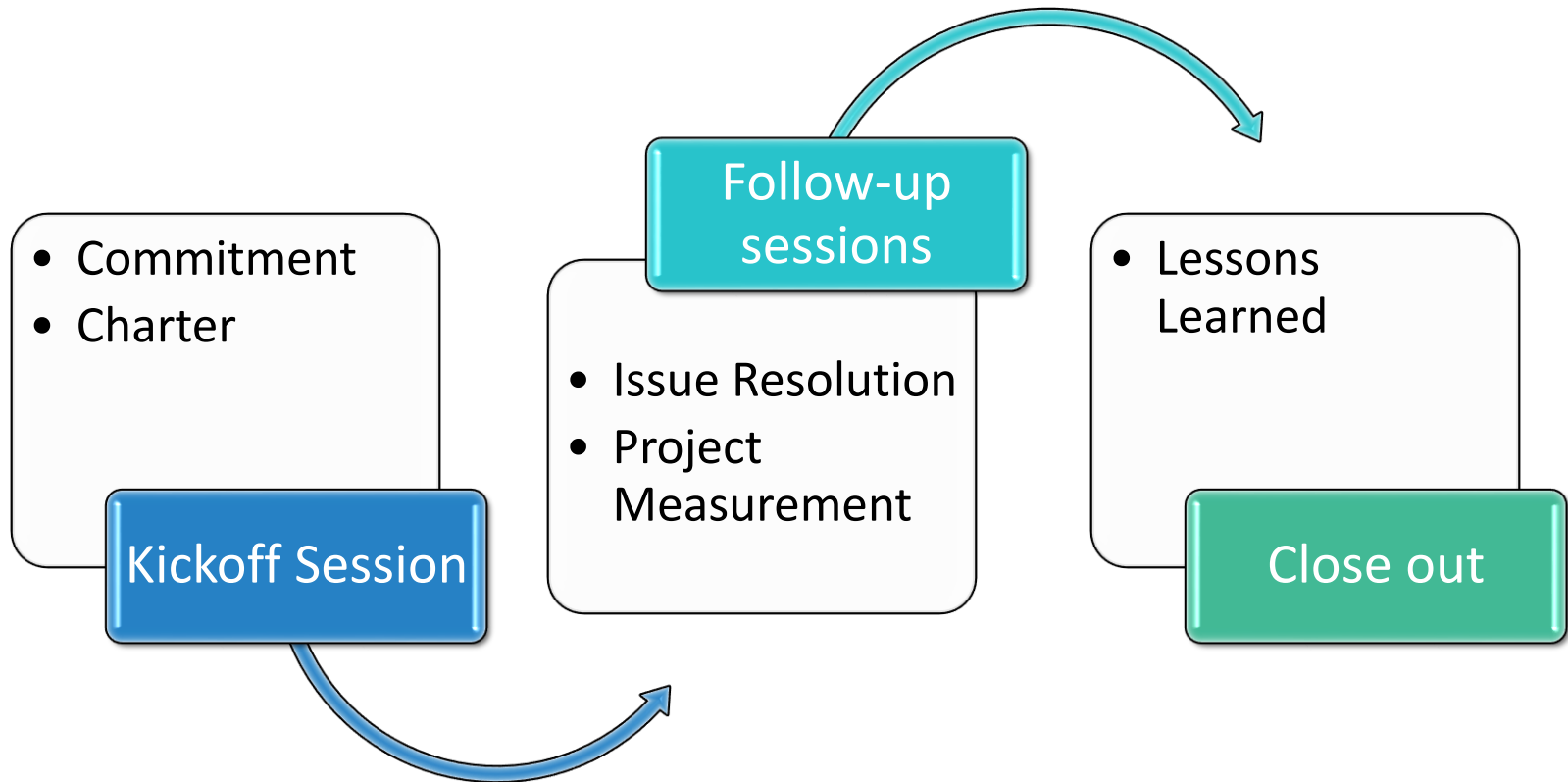


External Strategic Partnering



Streamlined Projects

Strategic Partnering in Action



Program Objectives Drive Success

Connecticut College:

Values: Excellence, Equity, Innovation

2005 – Launched the \$53 million
Asset Reinvestment
Program
Launched Strategic
Partnership with KBE

Annual budget – USD \$2- 6 million

Since 2005 – Every single project ahead
of schedule and under budget

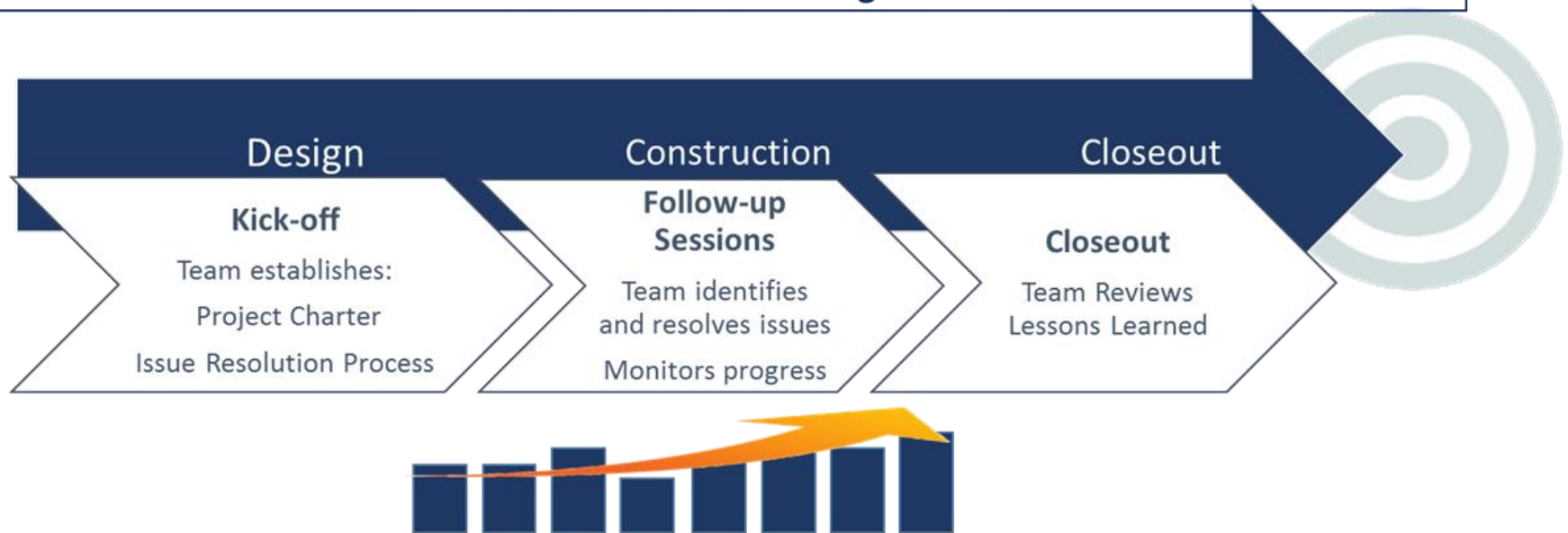
More than 20 Awards for Collaborative
Construction



Elements of Project Partnering

Partnering in Action

The Collaborative Partnering Process



Monthly Surveys to Track Goals and Analyze Trends

Project Partnering

- Determine the level of Partnering
- Follow the Spec
- Ensure neutrality and follow-through

IPI Vertical Construction Project Partnering Matrix

Example Potential Risk Factors							
Every Construction project encounters risks. Below is a short list of typical risks that a job may encounter. If your project encounters ANY of these risk factors, consider elevating your Partnering to the next higher level to ensure project success.							
Level	Project Value	Complexity	Political Significance	Relationships	Desired Level of Engagement	Expected Benefits and Approximate Cost to Owner*	Partnering Elements
5	Very Large/Mega (Airport Terminal, Hospital, Power Plants, etc.) (\$250M - \$500M+)	Highly Technical and Complex Design and Construction	High visibility/ oversight Significant strategic project	New Project Relationships including New Contractors, Sub, Agencies, Third-parties, CM, High Turnover rate of Sub High Potential for conflict (strained relationship, previous litigation, or high probability of claims)	Very High	Very high accountability, Issues tracked and decisions made timely, Momentum maintained as progress continues in spite of issues that arise Approx. \$20,000/yr	Requirements: All Project Level 4 Requirements and... Monthly Partnering Meetings (Design Through Construction) Multi-Tiered Partnering (Executive + Core Team + Stakeholder) Special Task Forces for specific issue resolution
4	Large (New design, new contracting method, or challenging Substitution/ Renovation) (\$125M - \$250M)	High Complexity (short timelines/ schedule constraints, uncommon materials, new supply chain, etc.)	Probable - Organization change at state	New Contractors or CM, New subs/relationships	High	More timely decision making in field, Stakeholders phased in and out, Designers involved throughout process Approx. \$10-15,000/yr	Requirements: All Project Level 3 Requirements and... Quarterly Partnering Meetings (Design Through Construction) Multi-Tiered Partnering (Executive + Core Team + Stakeholder) Stakeholder on-boarding/off-boarding Subcontractor on-boarding/off-boarding Partnering Training required
3	Medium (\$10M - \$125M)	Increased Complexity	Likely, depending on the size of the client and place of importance	Established Relationships New CM, Sub, Agencies, or other key Stakeholders	Moderate/High (seeking risk mitigation and project efficiencies)	Increased Predictability Reduced (new) Claims Improved Safety Improved Schedule On or under budget Approx. \$5-10,000/yr	Requirements: All Project Level 2 Requirements and... Quarterly Partnering Meetings Facilitator Scorecards Executive and Core Team Partnering Training - when team agrees
2	Small (\$5M - \$10M)	Moderate Complexity	Unlikely, unless in a place of importance	Established Relationships New Sub, New Agencies, New Stakeholders	Moderate (seeking risk mitigation and project efficiencies)	Increased Predictability Reduced (new) Claims Improved Safety Improved Schedule On or under budget Approx. \$5-10,000/yr	Requirements: All Project Level 1 Requirements and... Professional Neutral Facilitator (if needed) (minimum) 2 Project Scorecards (minimum) Charter Executive Sponsorship Field-Level Decision Making Including Stakeholders Dispute Resolution Leader and DRB Facilitated Dispute Resolution
1	Micro/Short Duration (\$0 - \$5M)	Standard Complexity	Unlikely, unless in a place of importance	Established Relationships New Sub, New Agencies, New Stakeholders	Low to Moderate (for small budget and/or short time line projects, Partnering can reduce risk and focus on project efficiencies)	Increased Predictability Reduced (new) Claims Improved Safety Improved Schedule On or under budget Approx. \$1,000/yr	Requirements: Professional Neutral Facilitator (if needed) Charter Executive Sponsorship Field-Level Decision Making Including Stakeholders Dispute Resolution Leader and DRA/DRB Facilitated Dispute Resolution



International Partnering Institute
A/ICCA, International Partnering Institute

*Costs of Facilitation based on \$5,000/day and \$200 per hour/week
Please note that daily rates for Facilitators can vary widely

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How to Follow Up

Charter Document

- Co-created Goals
- Follow-up Partnering Workshops
- Issue Resolution Ladder and Policies
- Team Signature Page

Project Measurement

- Collected by a Neutral 3rd Party
- Promotes honesty and issue identification
- Routinely Updates the Charter Document (every 90 days)



The Issue Resolution Ladder

	Architect/Engineer	Suppliers/Subs	
	Owner	Contractor	Time to Elevate
Level I	Assistant Supervisor or Engineer	Foreman	End of shift
Level II	Project Superintendent or Project Engineer	Superintendent, General Foreman, or Project Manager	Up to 8 hours
Level III	Construction Manager	Project Manager Area Manager	Up to 2 days
Level IV	Project Director or Program Manager	Area Manager Owner	Up to 3 days
Level V	Director of Facilities Department or Manager of Capital Programs	Owner	Up to 3 days
Level IV	Board of Supervisors	Owner	Select next form of Alternative Dispute Resolution (Typically FDR followed by the DRA/DRB)

Can't we all just get along?

With a structured process, you will:

Rapidly resolve issues

Empower your Team

Create Accountability

Increase communication

Reduce Conflict

Join the Collaboration Conversation

In 2017, IPI has more ways to join the conversation on Partnering than ever. **SHARE** your experience with industry leaders, **LEARN** from their collective wisdom and build your **NETWORK!**

Collaboration 2017 May 17th – May 18th **Awards Ceremony and Conference**

** Owners Round Table * Industry Forum * Breakout Sessions * Award-Winning Project Panels *
8th Annual IPI Awards Ceremony * Networking*

IPI NetWorkshops

Local events bring owners and industry professionals together for an evening of networking and learning.

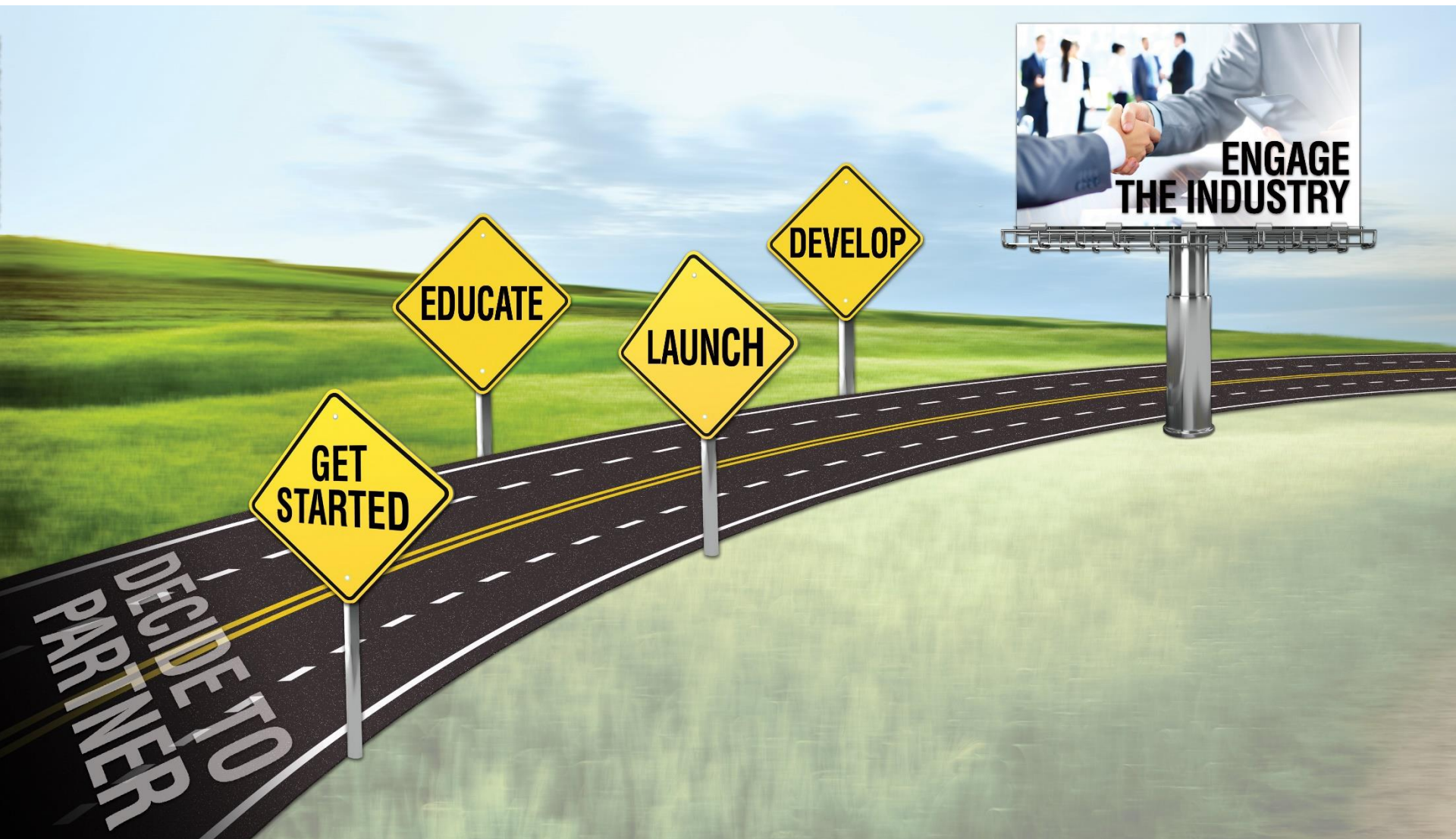
Virtual Forums

Open, online events for anyone who wants to learn more about Partnering. We feature experienced speakers and involve callers in Q&A.

Committees

A forum for IPI members to share best practices and lessons learned, and develop tools to grow the adoption of Partnering.

Questions?



Your Partnering Resource



www.partneringinstitute.org

Jessica Obee, Director of Development

jessicaobee@partneringinstitute.org

(925) 447-9100